



Foreword

SRO Performance Evaluation: A Guide to Getting Results captures the “lessons learned” from a 2-year pilot project by Circle Solutions Inc., funded by the U.S. Department of Justice Office of Community Oriented Policing Services (COPS Office). Having spent several years building school-based partnerships and training School Resource Officers (SROs) for the COPS Office, we set out to create and test a process of performance evaluation for SROs that supports and furthers community policing in schools. Three principles guided our work. (1) SROs perform a distinctly different function for law enforcement agencies than do patrol officers/deputies or any other unit within the department. As such, the benchmarks used to assess and promote their success in the job must differ as well. (2) Holding SROs accountable for *results/outcomes* (e.g., reducing school-based crime and disorder problems) rather than *activities performed* (e.g., number of classroom presentations) leads to more effective policing and a reduction in school crime and disorder problems. (3) Involving customers in setting goals for the SROs allows the SROs to better understand the nature of and satisfy the expectations of their customers.

The process described in this guide was pilot tested with five law enforcement agencies and six schools across the country. They were:

- Boise (Idaho) Police Department at Capital High School
- Naperville (Illinois) Police Department at Neuqua Valley High School
- Port St. Lucie (Florida) Police Department at St. Lucie West Middle School
- Rochester (New York) Police Department at John Marshall High School and East High School
- St. Lucie County (Florida) Sheriffs’ Department at Forest Grove Middle School and St. Lucie West Middle School (St. Lucie County Sheriffs’ Department and the Port St. Lucie Police Department jointly serve St. Lucie West Middle School.)

These sites were selected to pilot this process because of their commitment to community policing, their commitment to the SRO program, and their diversity. These agencies and communities differ greatly in size, demographics, types of crime and disorder problems they face, labor union contracts, and SRO deployment strategy. Obtaining this diversity was important to be able to demonstrate that the performance evaluation process *can* be implemented by any law enforcement agency and school, regardless of size, the types of school-based crime and disorder problems, or how SROs are deployed. Even law enforcement agencies with strong labor unions supported this effort as a way to enhance SRO effectiveness.

The authors are grateful to these law enforcement agencies and schools for implementing this pilot project with us. Their contribution was truly extraordinary, and without them, this project would not have been possible. Contact information of key project staff is provided in Tool 15 of this guide.